



**IOWA**  
Department of  
Natural Resources

Environmental Management Systems Pilot Program

# EMS Gap Analysis

Kick-off Workshop  
November 17-18, 2009





GRESHAM  
SMITH AND  
PARTNERS

## 10 Elements of an EMS (HF 2570)

- ◉ Environmental Policy Statement
- ◉ Environmental Impacts
- ◉ Legal and Other Requirements
- ◉ Objectives and Targets
- ◉ Action Plan
- ◉ Key Resources and Additional Needs
- ◉ Communication/Training/Awareness
- ◉ Monitoring and Measurement
- ◉ Assessment
- ◉ Reevaluation and Modification



## Gap Analysis

- ◉ Considering the 10 Elements of the EMS, the Purpose of a Gap Analysis is to Identify:
  - What is in Place and Functioning Well
  - What is in Place, but Not Functioning as Designed
  - What is Partially in Place
  - What is Not in Place



## Gap Analysis

- ◉ What is in Place and Functioning Well
  - We Have A List of Our Legal and Other Requirements and We Track Changing Legislation and Regulation
- ◉ What is in Place, but Not Functioning as Designed
  - We Have a List of Our legal and Other Requirements, But It Hasn't Been Updated in Years and I Think it is In That Dusty File on the Bookshelf
- ◉ What is Partially in Place
  - The Legal and Other Requirements Are in My Head
- ◉ What is Not in Place
  - What are Legal and Other Requirements?





## Why Conduct a Gap Analysis?

- ◉ Most Organizations Find They Have at Least 50% of the EMS Already in Place – Don't Reinvent the Wheel
- ◉ We All Have Limited Resources and Limited Staff – The Gap Analysis Identifies Where We Need to Focus
  - Time
  - Resources
- ◉ The Gap Analysis Usually is Reassuring



## Gap Analysis – Best Practices

- ◉ Pull Together the Right Team to Conduct the Gap Analysis
  - Don't Assume Answers, Ask When Uncertain
  - Ask to Review the Document or Issue in Question
    - "Do You Have a Legal List?"
    - "Yes"
    - "Can I See It?"
  - If the Answer is "I Think So", then Assume the Answer is "No"
- ◉ Use the Gap Analysis to Motivate
- ◉ Document the Results
  - Checklist, Email or Report



## Gap Analysis - Exercise


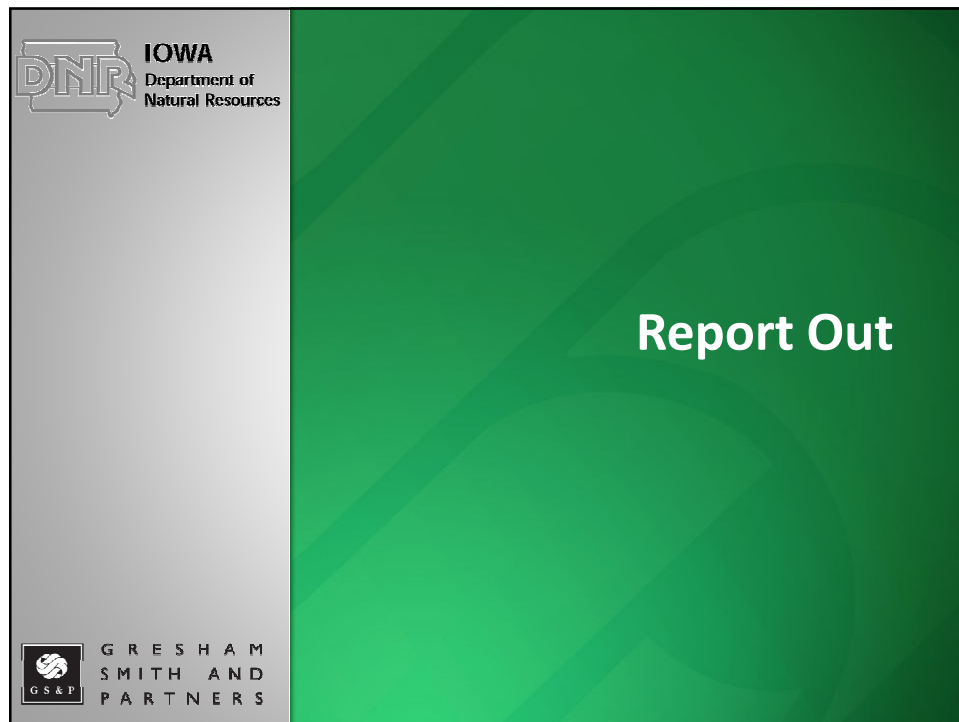
- ◉ Conduct a Gap Analysis on the Environmental Policy Statement
  - With a Little Assessment Thrown In!
- ◉ Environmental Policy Statement
  - Review the Environmental Policy Statement in Consideration of the Definition Outlined in HF 2570



## Gap Analysis - Exercise

- ◉ Consider
  - ✓ Should Express Overarching Management Commitments
  - ✓ Should Reflect Size and Scope of the Operations
  - ✓ Must Establish a Framework for Action and Setting Objectives and Targets Environmental Goals and Associated Actions
  - ✓ Must Commit to Continual Improvement
  - ✓ Should Provide Ability to Use the Policy for Communication





## Gap Analysis - Homework

- Fill out the Gap Analysis Checklist Provided
- Assemble the Appropriate Team to Complete or Ask Questions to Knowledgeable Staff
- Post Checklist to Project Website by December 15, 2009

